



DEPLOYMENT GROUP 6-B EXECUTIVE SPONSOR RESOURCE GUIDE

ctcLink Project Communications &
Organizational Change Management

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CTCLINK BACKGROUND

[ctcLink](#) is the implementation of a centralized system of online functions to give students, faculty and staff anytime, anywhere access to a modern, efficient way of doing their college business for all 34 public community and technical colleges in Washington State.

ctcLink is a people project; it is about much more than new software. As the current 35-plus-year-old administrative system is replaced, colleges will examine their core business processes and practices to align with the delivered software solution (Oracle PeopleSoft), making for streamlined, standardized practices across the 34-college system. ctcLink will change many of the ways we do things at Washington's community and technical colleges. Once implemented, colleges will have a modern suite of online tools and a set of common core business processes.

The 34 Washington State community and technical colleges are implementing ctcLink within [six deployment groups](#). The first deployment group, FirstLink colleges, went live on ctcLink PeopleSoft in 2015. After many improvements to the ctcLink go-live process were made, the second deployment group went live in October of 2019; the last deployment group—deployment group 6 (DG6)—will go live in 2022.

The Washington State Board for Community and Technical Colleges' (SBCTC) ctcLink Project team implements improvements after each deployment group goes live.

Producing this executive sponsor resource guide is included as one of these improvements.

The Role of the Executive Sponsor

ctcLink is a statewide project. Project management and change management strategies are required to implement ctcLink at each of Washington State's community and technical college and at the state level by the Washington State Board for Community and Technical Colleges (SBCTC).

The executive sponsor role at each college is unlike the traditional executive sponsor role for a large Enterprise Resource Planning (ERP) technology project. The colleges' primary focus is on the change required of people and the way things are done.

Moran Technology Consulting articulates this difference in its November 2020 report:

DG2 and DG3 were, by most accounts, successful implementations. There were hiccups that are being addressed but overall, the solution works. As the project has seen the deployments go smoother each time, there can be a belief that future deployment groups will have a much easier implementation. However, while the solution and the conversion processes improve each time, there is one aspect that does not change – the amount of work necessary to be completed by each college in order to have a successful implementation. There are a large number of college core business processes that will be substantially changing with ctcLink, requiring a significant commitment by each and every college in order to execute a successful implementation. (Moran Technology Consulting, ctcLink Project Quality Assurance, Monthly Report – November 2020.)

Colleges, through the leadership of both the project manager and executive sponsor, have to determine how they will lead the necessary changes in business processes and how to support people throughout the change process. Prosci, the leader in change management science, asserts that the key to a successful change project is leadership and sponsorship.

According to Prosci, the executive sponsor is an executive level leader who communicates well; creates engagement through passion and enthusiasm; is engaged and involved in the project; visible and supportive; approachable and available; and a recognized leader with sponsorship experience. (Prosci Change Management Certification Program, 2019: page 68) Each college's ctcLink executive sponsor will have to use these traits to maximize the college's success in optimizing its use of ctcLink.

The college executive sponsor is accountable for the successful implementation of ctcLink at the college. The executive sponsor and members of the college's executive leadership team should be seen participating in the project activities. In

addition, communication and coalition-building are essential sponsorship activities that will promote the college community's desire to change while simultaneously reducing resistance to change.

How to Use the Executive Sponsor Resource Guide

This resource guide provides communication templates and other change management strategies intended for Deployment Group 6-B executive sponsors. The materials are informed by other colleges' work and Prosci.

The change process is dynamic and based on the organizational culture; organizational and ctcLink project structure; leadership styles; and history of change management successes. Therefore, all the resources included in this guide should be revised to fit the college and situation.

You will find some items are highlighted. **Yellow highlights indicate the following:**

- The information is not known at the time this guide was written,
- The information is specific to a particular college,
- The information may not be accurate for the college, or
- The information may have changed; double check its accuracy.

Blue highlights are notes to the executive sponsor or reader of the resource guide.

Be sure to check to make sure the activities summarized by month are accurate as the project timeline may have shift.

The resource guide is designed for deployment group 6-B (DG6-B) colleges. It is organized by month. For each month, there are ideas, suggestions, and templates for both communication and coalition-building. The resources in this document build upon the efforts of other colleges in Washington State. They are ideas and, if used, should be modified to best fit the college.

Note: Executive Sponsors and Project Managers will benefit from Prosci training. The training is worth the time you invest. The material is applicable to the ctcLink project and all other transformation projects, such as guided pathways and any other educational reform. In addition, the SBCTC ctcLink project team offers additional resources on its [website](#).

Key Executive Sponsor Activities

[Prosci](#) offers many resources for executive sponsors. Prosci suggests using the Prosci Sponsor Assessment regularly to keep focused and engaged in the sponsor activities associated with a successful change project.

For self-reflection purposes, the executive sponsor can assess their engagement in sponsorship activities using the Prosci Sponsor Assessment. If the assessment tool is not available to you, then below is a list of activities informed by the Prosci Sponsor Assessment within the context of ctcLink.

- Attend the college ctcLink team meetings.
- Introduce or open events and large-scale training related to ctcLink.
- Make sure ctcLink work has the budget and is on budget to do the work.
- Available to the project manager and other ctcLink team members/leaders.
- Review accomplishments with ctcLink team.
- Identify “misses” with timeline activities and hold team accountable for planned mitigation.
- Keep lines of communication open with supervisors to address concerns.
- Update executive leadership on project success and “misses.”
- Keep President/Chancellor informed about ctcLink progress.
- Connect with change resistant managers and find ways to engage them.
- Communicate regularly to college community about ctcLink.
- Meet with supervisors regularly to help them communicate and problem-solve with their teams.
- Connect intended outcomes of ctcLink to major college goals.

DECEMBER 2021

User Acceptance Testing (UAT) is beginning this month. According to the Washington State Board for Community and Technical Colleges ctcLink Project Team, “UAT is a critical and necessary step to a successful ctcLink go-live. The [Subject Matter Experts] SMEs will test all aspects of their college’s instance of ctcLink, allowing SMEs to assess and improve ctcLink functionality as it relates to their local business processes, as well as to determine the accuracy of data and users’ level of access (i.e., users’ security roles) in the system.”

Communication

UAT is a critical step to preparing to go live in ctcLink. The college community should be aware of the workload. Many people who are preparing for the beginning of the term are also busy with UAT activities.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email template in other ways, such as a college newsletter, president email, etc.

Dear College Community,

We are getting closer to Go-Live with ctcLink—only **[**]** days to ctcLink Go Live!

I am tremendously proud and inspired by the work of so many—making sure **[college’s]** transition to ctcLink is successful.

Many of our colleagues will begin User Acceptance Testing (UAT) in ctcLink on Monday, December 13, 2021.

UAT is an opportunity for primary ctcLink system users to test the system and help prepare us for doing our work in ctcLink post go-live.

“UAT is a critical and necessary step to a successful ctcLink go-live. The [Subject Matter Experts] SMEs will test all aspects of their college’s instance of ctcLink, allowing primary SMEs to assess and improve ctcLink functionality as it relates to their local business processes, as well as to determine the accuracy of data and users’ level of access (i.e., users’ security roles) in the system.” ~ [ctcLink Connect](#)

UAT is scheduled from **[date range]** and is organized into two “sprints.”

I am amazed daily that this level of work is occurring while still getting the normal college business work done.

Please join me in offering both gratitude and patience to our SME colleagues and their teams as they work to transition us to ctcLink and complete normal work responsibilities in service to students.

<Call out specific names and teams at your college, as appropriate.>

Sincerely,

Executive Sponsor

Coalition-Building

Completion of each business process in the user acceptance testing is tracked by the SBCTC ctcLink project team. The percent of tests complete could be provided weekly. If this information is available, it should be shared and celebrated.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college’s ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - Share the percent of user acceptance tests complete.
 - How is the college doing on the readiness indicators?
 - Discuss strategies to make sure that as the SMEs begin user acceptance testing (UAT) all participants will begin the work as early as possible. Much of the UAT steps are dependent on other UAT steps. If one department delays beginning their UAT activities, it will likely delay UAT work. Prior deployment groups shared that their lesson learned was to be diligent about starting the UAT work assigned as soon as they are able. One of the most impactful ways to keep the UAT work a priority is to identify and connect with the individuals and teams that are reluctant to engage in the ctcLink-related work.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister’s supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share the readiness categories and indicators.
- Share the percent of user acceptance tests complete.
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Share the percent of user acceptance tests complete.
- Partner with supervisors to get any delays in UAT back on track.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

JANUARY 2022

January is a pivotal month!

- Faculty members return. You may want to include ctcLink-related information in the beginning of the quarter communications with faculty.
- UAT activities are underway.
- Training for non-power users should continue.

It is a busy month.

Communication

Things are happening so fast. You may want to increase your communication to twice a month.

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc. You may even decide to do short videos to provide highlights of the updates.

Dear College Community,

This is an exciting time of new beginnings, especially with ctcLink. We want to make the transition to ctcLink as seamless as possible for each of you and our students. Many of our colleagues are working on completing the user acceptance testing and planning the activities to get you and our students activated on ctcLink after April 25.

Many of our colleagues are working countless hours to make sure [College's Name] transition to ctcLink is successful, even over winter break. I am tremendously grateful and proud of the ctcLink implementation activities, especially ctcLink user acceptance testing (UAT), many of you are doing. You are putting extraordinary effort into improving our students' experience. Change is difficult for all of us and I know this is a heavy lift. Thank you!

Everyone at the college will use ctcLink. For example, listed below are a few basic functions we will do in ctcLink as employees of [College Name]:

- You will use a new ID, your ctcLink ID, when you log into ctcLink. For people who also belong to other college communities who currently use ctcLink, your ctcLink ID for [College Name] will be the same ctcLink ID as you use for the other college.
- Your leave balances and requests will be processed in ctcLink, including sick, vacation, personal days, bereavement, etc. For hourly employees, you will document hours worked in ctcLink.
- ctcLink will process all aspects of the Purchasing and Travel processes. [These processes will change due to the functionality of ctcLink.]
- Class rosters and grading will be done in ctcLink.
- Adjunct faculty contracts will be processed in ctcLink: issued, dean approval, and accepted by instructor.

Sincerely,

Executive Sponsor

Dear College Community,

In [**] days [College Name] will transition to ctcLink from our current Legacy system. [College Name] is one of nine colleges in the Washington State community and technical colleges system's sixth ctcLink deployment group (DG6). We are one of three colleges that will go live spring quarter on April 25, 2022.

Training is the most important activity that we can all do right now. Please complete your recommended ctcLink training, especially in the Human Capital Management (HCM) pillar: [HCM: ES100 Employee Self-Service](#). Thank you for those who have already completed their training.

Check out the website for more details! [\[Insert link\]](#). The student-facing ctcLink website: [\[website address\]](#) is basic for now, but will be updated regularly.

[\[College Name\]](#) was able to complete about ** user acceptance tests over the past week while serving students and the college community. On behalf of the executive leadership team, thank you! It takes all of us to complete these tests while still serving our students during the first week of fall quarter. We would not be able to successfully go live with ctcLink without you.

Again, I know this is a heavy lift. I appreciate your time, work, and dedication to implement ctcLink all while helping our students achieve their goals.

Sincerely,

Executive Sponsor

Coalition-Building

By now we have to have our coalitions in order!

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Check in with executive team members to see how they are working with their teams.
- Share progress on the readiness categories and indicators
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of college's ctcLink go-live readiness to be included in the board report. Include the go-live decision-making process.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Lead the development of a ctcLink Manager guide similar to Bellevue College. The guide would include the manager/supervisor responsibilities, transition activities and schedule, transition support, and how to support team members in a state of tremendous change with so much ambiguity, See Appendix C.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.
- Listed below is a sample supervisor email:

Dear Supervisors,

Training is the most important thing we can do to be prepared for ctcLink. We are running out of time with less than three weeks to go-live with ctcLink. Please encourage your teams to complete the training recommended to them. Every employee needs to complete the training in Human Capital Management (HCM) pillar: [HCM: ES100 Employee Self-Service](#).

If you haven't already, please complete the [MS100 Manager Self-Service](#).

I know all of this gearing to go-live in ctcLink has been exhausting for many of your teams. The work they are doing is phenomenal and tremendously appreciated. I am looking forward to doing the work in one system.

The transition to ctcLink will be difficult, especially for those on our teams who are experts in the Legacy system. Please extend our collective appreciation and patience for their work and learning to master the new system.

Thank you for all of your support! Again, please let me know if you have questions or comments. [PM] and I will find the answers.

Sincerely,

Executive Sponsor

FEBRUARY 2022

Communication

Do not underestimate the power of communication. **Use multiple ways to communicate expectations and timelines. Use other groups to help communicate, e.g., faculty members to communicate with students and supervisors and peers to communicate with their teams.**

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc. There are more messages than weeks before go-live; select the content that makes the most sense for your college.

Include captioned videos in the communications where you can, even if it is as simple as someone talking. That someone

may be union leadership, college leadership, a trusted employee, a college mascot, etc.

Dear College Community,

We are making a lot of progress in our preparations to go live on [date].

Thank you, [ctcLink project team], for working so quickly and fervently with the State Board for Community and Technical Colleges (SBCTC) to get us where we are today. I know and appreciate the extra hours many of you are working. You make the difference!

[If you have a video or a fun image – there would be a good place to put it.]

Here are a few highlights of what to expect over the next month:

[Insert description of a few items people can expect to see. Suggestions may be reminders of communication strategies for students, office closures, website might be different, etc.]

Thank you for your work and support!

Sincerely,

Executive Sponsor

Dear College Community,

[College Name] will be live on ctcLink PeopleSoft in two months!

[Clover Park Technical College], [Columbia Basin College], and [Walla Walla Community College] are all in the second sub-deployment group (DG6-B) of deployment group six (DG6). I happy to announce that the first sub-deployment group (DG6-A) colleges, Lake Washington Institute of Technology, Renton Technical College, and Shoreline, successfully went live over this past weekend and are up and running on ctcLink as you read this!

I heard feedback that some of you are concerned about the potential impact of transitioning to ctcLink on our enrollment. It is reasonable to believe that a change of this magnitude, ctcLink, on the student experience would result in enrollment decline. I want to assure you that there is no empirical evidence to suggest that enrollment declined in previously deployed colleges due to the transition to ctcLink, despite what some have said. The COVID-19 pandemic has caused significant disruption to enrollment in higher education; for more information please review the Washington State Board for Community and Technical Colleges' Research Report.

As student success and enrollment are always on the top of our collective work, I think the best way for us to prevent any adverse effects to our student experience is to be prepared for the transition to ctcLink. The transition to a new technology and information system is not easy. We need everyone to take the training so that we will know how to do our work and business processes in ctcLink—from registering students, advising students, awarding financial aid, communicating with students, requesting and reporting time and leave, purchasing, monitoring budgets, and so much more.

As a community of learners, our learning of ctcLink is enriched when we support the learning in each other and our students. For those of you who have completed your training, Thank YOU!

Thank you for your continued work and support! I sincerely appreciate each of you and your work towards getting students, colleagues, and the system ready for our transition to ctcLink. Thank you!

Sincerely,

Coalition-Building

Help people stay calm and focused.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?
 - Rumors?

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Support ctcLink Special Interest Groups

- Check in with the special interest groups, e.g., faculty or executive assistants.
- Begin conversation about how to reinforce the learning and changes employees will have make with ctcLink.
- Follow-up in any way to help.

Executive Leadership Potential Agenda Items

- Review support plans in place for both employees and students.
- Review the go-live weekend with them. Make sure they know what is expected of them.
- Begin conversation about how to celebrate the members of the college's ctcLink team and all of those who participated.
- Begin conversation about how to reinforce the learning and changes employees will have make with ctcLink.
- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share progress on the readiness categories and indicators.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of the college's ctcLink activities.
- Announce the successful go-live of DG6-A colleges.

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.
- Listed below is a sample supervisor email:

Dear Supervisors,

Thank you for your continued support for the ctcLink transition activities.

Please share the following information with your teams at their next meeting. Some of this will be redundant – but redundancy in communication is a good thing.

Training

- Every employee should complete the ctcLink training in the Human Capital Management (HCM) pillar: [HCM: ES100 Employee Self-Service](#). To date, less than half (79) of GHC employees have completed this training.
- Please find ways for employees to complete the training relevant for their GHC work. We have received negative feedback about the training. Nevertheless, the Washington State Community and Technical Colleges ctcLink project team reports the training is the best way to anticipate what to expect after we are using ctcLink. Completed training will improve our transition to ctcLink.

What To Expect as We Transition to ctcLink

- Our SID, identification numbers, will be changed in ctcLink – we will have a ctcLink ID, also known as an Empl_ID.
- ctcLink will replace our payroll system, among many other things. This means everyone will have to use ctcLink. We will report and approve all time of hours worked—if relevant based on employee type as well as report all types of leave.
- When we go live with ctcLink on April 25, 2022, employees will activate their accounts on different days, depending on the work they do at the college. More information will come.
- We will have limited services, especially student, human resources, and business services, before we go-live with ctcLink and two weeks following go-live on ctcLink. Employees in these departments will be busy preparing the current system data to accurately convert to ctcLink. After ctcLink is live, they will be working very closely with the SBCTC ctcLink support teams to validate the conversion to ctcLink and perform their work in ctcLink for the first time.
- Transitioning to ctcLink is a major event. There will be issues that will require our colleagues' time and effort to solve. Please be patient. Everyone is doing the best they can.
- We are developing a training plan to support all employees and students post go live with ctcLink. There is more information to come.

I appreciate your collaboration and dedication to make sure our service to students is seamless, especially with so many competing priorities. Thank you for your leadership during this time especially.

Sincerely,

Executive Sponsor

MARCH 2022

You may want to increase the frequency of your communication to weekly. Things are happening so fast. You will find

reviewing the [Post Go-Live Planning Guide](#) will help you make sure all is in order for your college.

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc. You may even decide to do short videos to provide highlights of the updates.

Dear College Community,

I want to remind you all about the ctcLink training available to you. [Training could look different from the time this email template was written—so be aware!]

People who have been involved with the preparation activities to go-live with ctcLink have been receiving training in real time. However, many of us have not taken the training yet. Please take time, especially before the quarter begins, to enroll and complete the training recommended for you. Many of the trainings are self-paced.

The participation in the training will help us collaborate with our colleagues and better support our students as we learn to use ctcLink.

To access the training, please go to the [Washington State Board for Community and Technical Colleges (SBCTC) ctcLink Implementation Calendar or college website].

Sincerely,

Executive Sponsor

Dear College Community,

This is an exciting time of new beginnings, especially with ctcLink. We want to make the transition to ctcLink as seamless as possible for each of you and our students. Many of our colleagues are working on completing the user acceptance testing and planning the activities to get you and our students activated on ctcLink after April 25.

Thank you for those who have completed their training, and thank you in advance for the training you will complete in the next two weeks. The [College Name] ctcLink team is planning for training and support sessions after go-live to help both employees and students. More information will be coming soon.

I want to draw your attention to the student-facing ctcLink website: [website address]. It will be updated regularly. As you work with students, I would appreciate you taking the time to share the upcoming transition to ctcLink. If students have questions you cannot answer, please send them to [location].

Again, I know this is a heavy lift. I appreciate your time, work, and dedication to help our students achieve their goals.

Sincerely,

Executive Sponsor

Dear College Community,

In [**] days [College Name] will transition to ctcLink from our current Legacy system. [College Name] is one of nine colleges in the Washington State community and technical colleges system's sixth ctcLink deployment group (DG6). We are one of three colleges that will go live next quarter on April 25, 2022.

Many of our colleagues are working countless hours to make sure [College's Name] transition to ctcLink is successful. I am tremendously grateful and proud of the ctcLink implementation activities many of you are doing. You are putting extraordinary effort into improving our students' experience. Change is difficult for all of us and I know this is a heavy lift. Thank you!

Everyone at the college will use ctcLink. For example, listed below are a few basic functions we will do in ctcLink as employees of [College Name]:

- You will use a new ID, your ctcLink ID, when you log into ctcLink. For people who also belong to other college communities who currently use ctcLink, your ctcLink ID for [College Name] will be the same ctcLink ID as you use for the other college.
- Your leave balances and requests will be processed in ctcLink, including sick, vacation, personal days, bereavement, etc. For hourly employees, you will document hours worked in ctcLink.
- ctcLink will process all aspects of the Purchasing and Travel processes. [These processes will change due to the functionality of ctcLink.]
- Class rosters and grading will be done in ctcLink.
- Adjunct faculty contracts will be processed in ctcLink: issued, dean approval, and accepted by instructor.

For now, please be aware of the timeline of events that will likely impact you. Listed below is a high-level schedule of events for your awareness and planning purposes:

- Business Office - Last Date to Make Purchase – [Date]
- Student Services – Last Date to make change to student record before Go-Live, [Date]
- Human Resources – Last Date to make changes, e.g., report leave, report hours for hourly before Go-Live
- Offices Closed to transition Go-Live – [Date]
- Employees Activate ctcLink Account – [date]
- Students Activate ctcLink Account – [date]
- Students Register for Spring Quarter – [date]

Check out the website for more details! [Insert link]

While there are opportunities for improvement and areas where we had hoped to be further along, I want to acknowledge this is a substantial amount of change during less than perfect circumstances. I appreciate how far we have come in preparing for this significant change because of the work of so many of you, especially as we work so hard to improve our systems.

Sincerely,

Executive Sponsor

Dear College Community,

As we learn more about ctcLink, I am getting excited about how we will be able to serve our students better. The learning part is a steep curve and will be for some time—but totally worth it!

Speaking of learning curve, I see many of you have completed the training. Great job! For those who haven't yet, please be sure to take the training in the Human Capital Management (HCM) pillar of ctcLink: [HCM: ES100 Employee Self-Service](#).

I want to share a [video](#) distributed widely by colleges throughout the Washington State community and technical college system, produced by Tacoma Community College (TCC). The [video](#) showcases what ctcLink looks like for all students using ctcLink enrolled at one of the 34 community and technical colleges. When we are live on ctcLink, [College Name] students will see our logo, rather than the TCC logo.

This week I want to especially recognize [names]. I appreciate your leadership and perseverance; I know this work is not easy!

Thank you for the work you all do to serve our students and the kindness you give to each other as we all work tremendously hard for the [College Name] community.

Sincerely,

Executive Sponsor

Coalition-Building

By now we have to have our coalitions in order!

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share progress on the readiness categories and indicators
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of the college's ctcLink activities.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?
 - Listed below is a sample email:

Dear ctcLink Subject Matter Experts and Pillar Leads,

The work you all have accomplished over the past year is remarkable and the quantity, quality, and intensity of the work you have completed in the last month is truly heroic. I cannot thank you enough.

The transition to ctcLink is the greatest change in the shortest period of time [College Name] has ever experienced. A change of this magnitude brings a lot of stress, especially as each of you are making it happen for [College Name].

We can mitigate and reduce the stress after we go-live by completing the transition activities and the training recommended by the Washington State Board of Community and Technical Colleges (SBCTC) ctcLink Project Team.

The SBCTC ctcLink Project Team shared that User Acceptance Testing (UAT) and the other ctcLink activities do not completely prepare us for the possible scenarios of how we will use the ctcLink system: the training does a better a job for that.

You are experts in the business processes of your work. You know every detail. I recognize it will be difficult to transition to a new system where there are so many unknowns. As a supplement to the training, the SBCTC ctcLink Support team will be walking through all of the business processes for the first time on the live system in the first two weeks after go-live with ctcLink, April 25 – May 6.

I want to remind you that choosing yourself (some call it self-care) is important. I hope you all are finding ways to honor your time and talents by recharging and making choices about what work can get accomplished. My concern for each of us is that if we do not prioritize ctcLink work and training, the stress will be much worse for us after go-live. For my own sustenance, I am finding that each day I have reprioritize what I can get accomplished, recognizing that ctcLink must be my priority.

Again, thank you for your work, leadership, time, and dedication to [College Name] and our students. You are significantly appreciated.

Sincerely,

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Lead the development of a ctcLink Manager guide similar to Bellevue College. The guide would include the manager/supervisor responsibilities, transition activities and schedule, transition support, and how to support team members in a state of tremendous change with so much ambiguity, See Appendix C.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.
- Listed below are sample supervisor emails:

Dear Supervisors,

Thank you for your partnership in preparing the college to go-live with ctcLink on April 25! Your feedback and support make all the difference in the progress we are making to ensure we are successful.

Training

We need your help to check in with your team members and encourage them to take the necessary and appropriate training for their positions. Every employee needs to complete the training in Human Capital Management (HCM) pillar: [HCM: ES100 Employee Self-Service](#).

If you haven't already, please complete the [MS100 Manager Self-Service](#).

I know all of this gearing to go-live in ctcLink has been exhausting for many of your teams. The work they are doing is phenomenal and tremendously appreciated. I am looking forward to doing the work in one system.

The transition to ctcLink will be difficult, especially for those on our teams who are experts in the Legacy system. Please extend our collective appreciation and patience for their work and learning to master the new system.

Please let me or your executive leader what the barriers are to completing the training and your suggestions to overcome those barriers.

What to Expect

To effectively convert from our current system to ctcLink, the financial books need to be balanced before the transition to PeopleSoft. The college will not be able to do some activities pertaining to Student Services, Business Services, and Human Resources during this period of time, not even on paper. This means there will be no financial transactions when we are between systems, except cashiering. Cashiering will collect information manually and make changes in ctcLink PeopleSoft when it is up and running.

Student services, business services, and human resources will not be available during the transition from Legacy to ctcLink. This will impact student class drops, payroll, departmental purchasing, travel, etc. In addition, all staff in the business office and human resources, along with many key staff in student services and instruction will be busy during February with final pre-go-live activities and throughout March with post go-live activities.

The first two week after go-live the State Board for Community and Technical Colleges will work closely with system power-users to conduct business processes for the first time in the live ctcLink environment. We will have to plan how we can maximize engagement of the relevant departments and how to support serving students when student services, business office, and human resources will be busy for these two weeks.

Dates

I wanted to share with you the final business process timeline for our go-live activities. We were able to incorporate much of your feedback into the timeline--Thank You!

- Last Day to Make Purchases – [Date]
 - Use PCard,
 - Pay airfare,
 - Approve purchase requisitions and Pos,
 - Submit approved travel expense or cash advance request,
 - Request Rev/Exp Transfer, and
 - Last day for budget transfers, operating budgets and grants.
- Last Day for Human Resources Activities
 - [Date] – Last day for HR to post positions to NeoGov
 - [Date]
 - Last day for a new employee to start
 - Last day to input new employees into system
 - [Date]
 - Last day to submit timesheets in TLR
 - Last day to approve timesheets in TLR
- Last Day for All Enrollment Transactions – [Date]
 - Adds, drops, withdrawals, etc. (This could impact finance which will be closing out.)
 - Repackaging in financial aid.
- Business Office will cut all checks before system is down, including student loan checks. Some checks will not be distributed immediately. Last for hand-drawn check is [Date].
- The legacy system (HP3000) will be taken down – [Date]
- Conversion to ctcLink PeopleSoft – [Date]
- Go Live on ctcLink – [Date]
- Plan for limited staffing for all offices – April 25 – May 6 (We will continue to have classes. Canvas will not be impacted.)
- Employees will be accessing ctcLink – [Date]
- Students will have access to ctcLink – [Date]

The college community will still have access to the following applications throughout the GoLive schedule:

- Canvas
- Active Directory
- Microsoft, including Outlook
- 25Live

Please share this information with your teams in a way that is most meaningful for their work. I appreciate your support and partnership. If you have concerns or questions, please do not hesitate to [contact me](#).

Sincerely,

Executive Sponsor

Dear Supervisors,

I want to share some interesting information I recently learned. I will share these with you.

Time and Leave Reporting: When an employee logs their hours worked and/or their leave in ctcLink, it can take a few hours for the reported time and/or leave to show on the supervisor's Manager Self-Service ctcLink page for approval. Supervisors from past deployment group colleges shared sometimes when they logged into ctcLink to approve employees' time and leave, the entries weren't there yet. These supervisors admitted that, on occasion, they ended up forgetting to go back and check a few hours later to approve the time and/or leave which created a hardship for employees. The advice given was to develop a method to approve time and leave that will work for your busy schedule, the way the system operates, and the team culture.

Access to Information: This week employees received emails about accessing their own personal information in ctcLink. The access to the confidential information, even though it is their information, caused great concern for many employees from colleges already on ctcLink in the first few weeks after transitioning to ctcLink. Please help assure employees that their information is secure and that we have **security protocols** that outline what information employees can access based on the work they do [**College Name**].

Thank you for all of your support! Again, please let me know if you have questions or comments. **[PM]** and I will find the answers.

Sincerely,

APRIL 2022

This is the go-live month! Go-live is quickly approaching and you are all very busy doing high-stakes work! Don't forget to re-review the [Post Go-Live Planning Guide](#) to make sure all is in order for your college.

The college will recommend to go-live or not go-live to the Washington State ctcLink Steering Committee based on the readiness indicators.

The Washington State ctcLink Steering Committee will decide whether DG6- colleges will go live on April 5.

As the go-live month is the crescendo of this change process, help those around you keep calm and focused on the tasks.

A ctcLink executive sponsor from one of the colleges said, "Everything that was broken at the college, unrelated to ctcLink, was spotlighted the month before go-live and the month after go-live."

Your coalition-building efforts will prevent much of what that executive sponsor experienced.

The college community will be busy finishing up their plans with anticipation of what is to come.

- The last push to get non-power users to take the ctcLink training.
- Go-live readiness indicators are being assessed regularly with the SBCTC ctcLink project team.
- The college will recommend to go-live or not go-live to the Washington State ctcLink Steering Committee based on the readiness indicators.
- The Washington State ctcLink Steering Committee will decide whether DG5 colleges will go live at their September meeting.

It is a busy month!

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc. You may even decide to do short videos to provide highlights of the updates.

Be sure to share your student communication strategies with the college community and ask for their help. Students listen to their instructors; be sure to partner with them to communicate with students.

Dear College Community,

Our college will be serving our students and community with the ctcLink tools in ** days! I want you to know about the decision-making process to go live with ctcLink.

1. **Regularly assess the ctcLink go-live readiness indicators:** We just started reviewing the go-live readiness indicators with the Washington State Board for Community and Technical Colleges (SBCTC) ctcLink project team to review our readiness to go live with ctcLink on [date]. The readiness indicators are organized in the following categories: [data, security, testing, training, business process transition readiness, college support plans (e.g., help desk plans), communication, and change management].
2. **[College] decides to Go Live on April 25:** [Our ctcLink team] will assess whether we have met the indicators now and whether we expect to meet them by go live. On [Date 2022], President [Name] will make the decision to go live informed by completion of the readiness activities and [project manager] and my recommendations [it could also be the college's ctcLink team or something else].
3. **Washington State ctcLink Steering Committee decides to Go-Live/No Go-Live:** The Washington State ctcLink Steering Committee—comprised primarily of ctcLink executive sponsors from colleges throughout Washington State, commission representatives, and SBCTC leaders—will consider all of the colleges' decisions in our deployment group as well as the completion of readiness activities. On April 5, 2022 the Washington State ctcLink Steering Committee will make the Go/No Go decision.

The SBCTC ctcLink project team is supporting us to become ready and will partner with us through the go live activities. I feel confident in this process and grateful for SBCTC's support.

As the last sprint of user acceptance testing is still occurring, please show gratitude for those doing this work by thanking them and being patient. I appreciate the significant work and sacrifice required to get us where we are today. Thank you!

Sincerely,

Executive Sponsor

Dear College Community¹,

The countdown to go-live is official now: [**] days and counting! The Washington State Board for Community and Technical Colleges (SBCTC) ctcLink Steering Committee has voted "GO-Live" on ctcLink for [college name] on [date].

Going live with ctcLink is exciting for our college community, especially our students. The work we have accomplished to get here is remarkable.

April 25 doesn't mark the end of our ctcLink project, but it does signal a critically important milestone of beginning to use ctcLink PeopleSoft to do our college business. Our project will continue as we activate employees and students on the system, help them learn how to navigate the system's functionality, and assess how our internal business processes need to be refined to efficiently work in the new ctcLink environment.

Many of our college services will be closed and not processing transactions. Our colleagues in these departments need to focus on preparing the systems for go-live, training, and, then once we are live, ensuring ctcLink is stable to process our services. Please check out the ctcLink website for the closure dates.

¹ Used content from Tim Wrye's, ITS Executive Director and CIO, Highline ctcLink Project Executive Sponsor email to Highline College on Tuesday, January 12, 2021 at 2:56 p.m. PST. See Appendix B.

Using the ctcLink system will be a big change for our college and work processes. The project has been — and will continue to be — a challenge as we work through this change, knowing that not all will be perfect with the system on April 25. I'm confident about our continued ability to work together and deal with any glitches.

Please be patient and extraordinarily kind with those who are working on the ctcLink project, especially those in [business, human resources, student services, continuing education, instruction, and information technology services]. They are working countless hours to make ctcLink happen.

This is an exciting time! And, I really appreciate [project manager] leadership, as well as the members of the [college ctcLink steering team]. Thank you to so many who have worked tirelessly to advocate for students and employees to have access to better technology solutions. Thank you for your work and support.

Sincerely,

Executive Sponsor

Dear College Community,

[Number] more days to GoLive! This day has been more than a decade in the making and it is finally less than one week away! Go [College]!

Our official GoLive date is on [date], as you know. Only the Subject Matter Experts (SMEs) will be able to get into the ctcLink PeopleSoft system on [go-live date]. The rest of us will receive access to the ctcLink PeopleSoft system on [date]. [On the morning of [date], an email will be sent out to the college with the link and instructions on how to login to the system; please look for that email.]

When you get access to the system, please activate your account and check your personal information. Do not input a financial transaction once you get access to the system, e.g., requisition, travel, or expense, until you have received the okay to do that from [Name].

We will have resources to support your transition to ctcLink PeopleSoft next week. Please review the [employee resources](#) [hyperlink resources] available to you next week.

Please review the [student resources](#) [hyperlink resources] we have available for students next week and share with students. In addition, students will receive an [email](#) [hyperlink copy of email] [today].

As always, I am so encouraged by our collaboration, problem-solving, and perseverance. We have had a few hiccups, especially in [name issues]. I cannot say everything is perfect. I can say each day we have overcome, made progress, and provided solutions because of the people on the state's and Clark's ctcLink implementation, steering, and project management teams.

Thanks to each one of you who have served diligently on one or more of those teams!

I believe next week will be full of rewards and challenges as we learn to do our work differently. Please remember to have compassion and patience with yourself and those around you. We all do the best we can do. Thank you!

Sincerely,

Executive Sponsor

Dear College Community,

Soon we will be live on ctcLink! Thank you for all of the support and work you are doing!

Please be aware of our ctcLink support plan for you. We are not anticipating any issues, but transitioning to ctcLink is a learning process. We want you to be aware of the support we have planned as we learn the new system.

Employee Support Plan

We will be live on ctcLink on April 25. The subject matter experts (SMEs) who have been working diligently to prepare us for the transition to ctcLink will be working closely with the Washington State Board for Community and Technical Colleges ctcLink teams to perform post-conversion activities for the first two-weeks we are on ctcLink. For this reason, many of our services to students and employees will continue to be closed.

All employees will activate their ctcLink account on [Date]. You will find a very easy guide to walk you through the account activation process on [web location]. If you run into issues, please log into the zoom help sessions offered [when]. The most important item to remember is to **write down your new ctcLink ID**.

Employees will also need to report their leave taken and/or hours worked in ctcLink for April 16 – 30. To help you through those processes, step-by-step guides will be available on [web location]. If issues arise, a zoom help room will be offered [when]. Reporting leave and time is also included in the Human Capital Management training you should have completed by now: [ES100 HCM Employee Self-Service](#).

Faculty members will be exploring both the advising and faculty centers after we go-live. Familiarity with the advising and faculty centers is essential to supporting students through summer and fall quarter registration process. The best way to learn the advising and faculty centers in ctcLink is to complete the [CF100 Faculty Self-Service](#) and [CA100 Advisor Self-Service training](#). Guides will also be available on our [web location]. If questions or issues arise, a zoom help room will be offered [when] to answer questions or address concerns faculty members may have.

Student Support Plan

Students will begin activating their ctcLink accounts on [Date]. The process for students to activate their account is the same process employees use. A step-by-step guide will be available on the student ctcLink website. We are currently scheduling zoom help rooms to assist students who have issues activating their account.

Summer and Fall quarter registration begins [Date] with priority registration. Easy to use, step-by step guides will be available [web location]. We will also offer zoom help rooms to assist students with registering.

If you have completed the training(s) recommended for you, **Thank You!**

Thank you for your commitment to the success of the ctcLink project.

Sincerely,

Executive Sponsor

Dear College Community,

We have launched ctcLink successfully! This is a major step for [College Name] and the beginning of a process that will be filled with learning and mastering this new system. So many of you have brought us here, Thank You!

We are using a staggered approach for activating ctcLink user accounts. The [College Name] subject matter experts in ctcLink have activated their account either yesterday or earlier today.

[Date], all other employees will be invited to activate their accounts. Tomorrow you will receive the invitation to activate your account with links to the step-by-step how-to activate your account guides and help sessions.

NOTE: People who activated accounts in test environments prior to ctcLink go-live must reactivate. Your ctcLink ID (EMPLID) will be the same as you used in the test environment.

We wish us all a smooth transition to our new ctcLink system and the best as we work together to support each other and serve our students.

Sincerely,
Executive Sponsor

Coalition-Building

By now we have to have our coalitions in order!

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share progress on the readiness categories and indicators
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of college's updated ctcLink go-live readiness to be included in the board report. Include the go-live weekend activities.
- Review the decisions and supports for college community to transition to go-live with the Board.
- Announce the successful go-live; be sure to highlight the heroes of the successful ctcLink go-live.

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

- Listed below are sample supervisor emails:

Dear Supervisors,

This week I want to remind you about the importance of supporting our teams through change.

There will be a period of settling in to the new way of doing work. Everything from now until then will feel ambiguous, unclear, abstract, and uncertain to staff. Humans need time to adjust – time before to know about the change, time during the change to settle in, and time after to reflect. Supporting staff through the discomfort with patience and compassion will be critical.

Your staff will need different types of support and information at different times. It can be challenging to meet the needs of staff with varying levels of comfort with change, especially if you don't know what to tell them. If you can anticipate what is coming around the corner and plan for it, and your staff will benefit.

It is important to:

- Communicate as much as possible
- Be an active and visible Liaison
- Advocate for the project
- Identify and mitigate reluctance and lack of enthusiasm
- Coach your team

Next week, I will send details of where to find the how-to-guides and support materials for your team.

In the meantime, please make sure you and your team members are completing the recommended training.

Thank you for all of your support! Again, please let me know if you have questions or comments. [PM] and I will find the answers.

Sincerely,

Dear Supervisors,

ctcLink will be live next week on April 25! We want you to be aware of the priorities for the first day and the week AFTER go-live:

- **Account Activation:** Make sure everyone activates their ctcLink account as soon as they get access (ctcLink subject matter experts on [Date] and everyone else on [Date]), even if they do not think they will be using it right away. If they wait to activate right before they need to do a time-sensitive activity (e.g., requesting leave) they will not have any buffer to handle any challenges that may arise.
 - Remind your team to write down their new ctcLink ID.
 - If they forgot it, [describe what they will do].
- Hold a meeting on [Days that correspond with preparing to report time and leave deadlines] with your team to review the timesheet submission process with staff. Be sure to have taken the Human Capital Management training, [HCM: ES100 Employee Self-Service](#), and the Manager training, [MS100 Manager Self-Service](#).
- Keep an eye on your email for ctcLink updates – these emails will have time-sensitive information that may be related to your role in ctcLink.
- Ensure your staff attend the Washington State Board for Community and Technical Colleges (SBCTC) Support sessions (if relevant), SBCTC workshops, related to their job function. There will also be open Webex help sessions where you can go to ask questions.

- Dive into your regular job duties and work on the goals and deliverables you set for yourself! The first two weeks in the system are our opportunity to adjust, figure things out and ask SBCTC all of your questions at the Webex help sessions.

Please be aware of the support and escalation processes if you or your team members run into issues.

Support Process and Escalation [Make Sure this is all True]

There is a specific process for users to receive support, starting with self-help.

TIER 1: Self-Help

- [How-To Guides](#), [ctcLink Reference Center](#), peers

TIER 2: Support Specialists, Virtual or In-Person

- Basic questions: Account Activation, ctcLink navigation, class search, submitting timesheets, general troubleshooting
- This is the first step toward escalating an issue. They can help point employees and students in the right direction to find answers and can open tickets to the right experts.
- The Zoom & Teams links with times and dates will be listed on the [\[website/intranet site hyperlink\]](#).

TIER 3: Need to Explain

- Escalated from Tier 2, the Experts can answer specific questions: account activation barriers, registration problems, Financial Aid, personal details, Security Permissions
- Info sessions will be provided on specific topics. The schedule of times and dates will be available on the [intranet](#).

TIER 4: [\[College Name\]](#) Project Team and SBCTC

- Escalated from Tier 3, the [\[College Name\]](#) Project team will work directly with the State Board to resolve systemic issues.

Thank you for your continued support for the ctcLink transition activities. Let me know if you have questions or comments. [\[PM\]](#) and I will find the answers.

Sincerely,

CTCLINK POST GO-LIVE

The executive sponsor will continue to serve in their capacity, including communicating, mitigating risk, and supporting coalitions throughout the stabilization period. The stabilization period can be difficult. Listed below are advice and recommendations that may be helpful:

- Continue to communicate weekly or twice monthly with the college community for the next two months. Include the following:
 - Directions on how to activate and check their personal information in ctcLink.
 - Remind the college community about the closures and that your service departments people are very busy and cannot support normal operations just yet. Spreading messages of patience and appreciation are extremely important.
 - Provide summaries of accomplishments and outstanding issues.
 - Define and estimate a schedule for ctcLink stabilization and optimization:
 - Stabilize the use of the technology, making sure the technology is working as it should. For ctcLink, you may also want to include people utilizing the new business processes and not reverting back to elements of previous business processes.

- Optimize the use of ctcLink. Once the technology and business practices are stabilized, you will want to make improvements to the business processes and technology.
- Continuously monitor and share ctcLink accessibility updates.
- Meet with supervisors to find out how it is going and how you can support them in reinforcing the use of ctcLink with their teams.
- Connect with the special interest groups and union leadership to see how they are doing and how you can support them and their constituents in the change process.
- Continue to meet with ctcLink committee/team and have “reinforcing the change to ctcLink” as a regular agenda. You may consider incentive systems.
- Provide weekly updates to the executive leadership team. Ask them how it is going and for their partnership in reinforcing the change with their teams.

Post Go- Live Sample Communication

From Executive Sponsor to College Community:

Dear College Community,

Day 2 of being live with ctcLink and all is going well! If you haven’t already, you are invited to activate your ctcLink account today. **Step-by-step instructions are available on the [How-To Quick Guides](#), in “All Users,” “Account Activation and Recovery.”**

If you encounter technical problems while trying to activate your account, please log into the [Activating Employee Accounts Employee Support Zoom](#) Rooms from [[Days and Times](#)].

Once you activate your account, please look at your personal information in Human Capital Management (HCM) self-service to make sure it is accurate. A few employees have noticed their current emergency contact information is not in ctcLink. Please take this opportunity to review your personal information and update it if it is needed.

How to update your personal information in ctcLink:

- [Add / Update Emergency Contact Information](#)
- [Add / Update Preferred Email Address for Notifications](#)
- Change Address
- Change Phone Number(s)
- [Request a Preferred Name in ctcLink](#)
- [Add / Update Direct Deposit Information](#) (note that employees can now have multiple direct deposits)

Staff across many departments are working in all-day training sessions this week with the SBCTC support team. We appreciate everyone's patience as our enrollment, advising, admissions, payroll and HR, financial aid, finance, and cashiering offices continue their all-day work with SBCTC.

Please encourage student employees to activate their ctcLink account this week and submit any time worked between [[Date Range](#)] so that they can get paid in the next payroll. The account activation process is the same for student employees as all employees. Note: Student employees who activate their accounts this week as employees also see (and activate) their student self-service.

Students who are not employees are invited to activate their ctcLink accounts beginning [Day and Date]. Step-by-step instructions will be available on our website.

If you forgot your ctcLink ID number after you activated your account, please [Provide Directions]. NOTE: You do not need your ctcLink ID to activate your account.

Thanks everyone!

Sincerely,

Dear College Community

Now that we are live on ctcLink, I hope you all have activated your account. I activated my account on [Day] and found it very easy. Easy to use **how-to guides** are available to you. Please do not delay.

Beginning today and throughout next week we will be doing a lot of firsts in ctcLink. [College Name] will be running payroll out of ctcLink for the first time. Please do not delay in reporting your time and leave, if it is appropriate for you to do so.

- **Exempt employees and faculty members** do not report time worked. ctcLink calculates holiday pay automatically. Exempt employees and faculty members **do** report leave in ctcLink through the Request Absence tile.
- **Classified employees** report time worked; they do not enter any hours on the holiday because ctcLink calculates holiday pay automatically. Classified employees do report leave in ctcLink through the Request Absence tile. Classified employees can wait to enter their time until [Date]. However, HR will not be able to process late time with the regular payroll process.
- **Hourly employees and student employees, including work study** report time worked. They are not eligible for holiday pay. These employees can wait to enter their time until [Date]. However, HR will not be able to process late time with the regular payroll process.

For additional help, use the **how-to guides** or attend a Zoom help session:

- [List all of the places, virtually and at the college, and times to get support.]

More Firsts Next Week

- The Business Office, Human Resources, Student Services, and Office of Instruction will continue doing many of their business processes for the first time in ctcLink. Remember these offices will remain closed offering limited services.
- Faculty members and advisors will be encouraged to explore ctcLink's Faculty Center and Advising Self-Service functions. **How-to guides** and Zoom support sessions will be offered on Tuesday and Wednesday next week. Priority registration begins [Day and Date].
- Our students will be encouraged to activate their account on [Day and Date]. How-to guides and Zoom support sessions will be offered to help them through the process.

Reminder

Please do not do any work in ctcLink that could create a financial transaction—e.g., entering a travel request, changing student class schedules, entering a requisition, etc.—until you receive the **All-Clear** from the **Business Office**. The **Business Office** is making sure all configurations are accurate in ctcLink and that the budgets are set-up correctly. Any unexpected financial transactions will cause the **Business Office** to redo their work, resulting in significant delays in winter quarter registration and purchasing.

Gratitude

Staff across the college are working intensely on critical activities. We continue to appreciate your patience over the next few weeks as we learn ctcLink together.

Sincerely,

Dear College Community,

This is a busy week in our learning of ctcLink! [College Name] ctcLink Subject Matter Experts continue to engaged in the ctcLink support sessions throughout the week. Time and leave reporting is due in ctcLink [Date]. Faculty members will explore the faculty and advisor self-service centers in preparation for the spring quarter priority registration to begin [Date]. And, students will activate their ctcLink accounts beginning on [Day, Date]. Whew—that’s a lot!

Please be aware of the support available to navigate these first-times and learning opportunities in ctcLink.

- **How-To Guides**
 - Activate your account in ctcLink
 - Time and Leave Reporting
 - Faculty Self-Service
 - Advisor Self-Service
- **Schedule of Open Support Sessions to Help You Troubleshoot**
 - If you haven’t already, please complete the recommended [training](#). These trainings will definitely help navigating and understanding ctcLink.

As reminder, please do not make any entries in ctcLink that could create a financial transaction, e.g., entering a travel request, changing student class schedules, entering a requisition, etc. The Business Office is making sure all configurations are accurate in ctcLink and that the budgets are set-up correctly. Any unexpected financial transactions will cause the Business Office to redo their work, resulting in significant delays in winter quarter registration and purchasing.

Thank you all for your work, perseverance, and patience. I appreciate you and understand that learning ctcLink is difficult and time consuming. If you have questions please attend a [help session](#) or contact [PM].

Sincerely,

Dear College Community,

Students are asked to activate their ctcLink account today! I attached the email students received announcing that it is now time for them to activate their ctcLink account.

Please encourage students to [activate](#) their accounts. Students use the same process you did to activate your ctcLink account. Please review the [support resources](#) to help students activate their account and familiarize yourself with the [Frequently Asked Questions](#) for students. Students will use ctcLink to register for winter quarter; priority registration begins on [Day, Date].

Our colleagues in Student Services, Business Office, Human Resources, and Instruction are still participating intensive training sessions to learn ctcLink. They will be engaged in these sessions through [Day, Date]. As a reminder, please do not make any entries in ctcLink that could create a financial transaction, e.g., entering a travel request, changing student class schedules, entering a requisition, etc.

Thank you all for your engagement, questions, patience, and diligence in activating your ctcLink and learning as much as you can. Learning is hard work and can be frustrating at times. [If you still have questions please attend a help session or contact \[PM\]](#).

Sincerely,

APPENDIX A: SAMPLE COMMUNICATION

From: Tim Wrye <twrye@highline.edu>

Date: Tuesday, January 12, 2021 at 2:56 PM

To: Delta Dog <deltadog@highline.edu>

Subject: Great news for ctcLink project

Highline Colleagues,

I'm excited to share that during a meeting earlier this afternoon, the ctcLink Steering Committee* gave us the green light for Go-Live on February 8, the date when Highline begins using ctcLink as our system of record. The "Go" decision — as opposed to "No-Go" — is one we can all be proud of.

During the meeting I had the distinct honor of praising Highline's ctcLink [Project Team](#), led by ctcLink project manager Pat Daniels, and our dozens of [subject matter experts](#) (SMEs) for their hard work bringing us to this point. For the past 10 months in our journey to ctcLink, they have had the unprecedented challenge of doing this work remotely. Pat and Dr. Mosby were also in attendance and voiced their appreciation of the efforts of so many of our college staff in this work. Join me in thanking them for their extraordinary effort and accomplishments.

February 8 doesn't mark the end of our ctcLink project, but it does signal a critically important milestone of beginning to use ctcLink PeopleSoft to do our college business. Our project will continue as we activate employees and students on the system, help them learn how to navigate the system's functionality, and assess how our internal business processes need to be refined to efficiently work in the new ctcLink environment.

Although most of the hard setup work is behind us, we have critical work still ahead of us. We will be closing out activities in many of our legacy systems (e.g., FMS, PPMS, SMS) as we transition the data to ctcLink PeopleSoft. I urge to you to view key activities, deadlines and closures on the new [Timeline Road Map](#).

Using the ctcLink system will be a big change for our campus and work processes. The project has been — and will continue to be — a challenge as we work through this change, knowing that not all will be perfect with the system on February 8. I'm confident about our continued ability to work together and deal with any glitches. As the past 10 months have clearly demonstrated, we are nothing if not resilient and adaptable.

In 27 days (17 working days!), we will begin to see the benefits of our hard work. On behalf of the entire Highline ctcLink Project Team, thank you.

Tim

Tim Wrye

ITS Executive Director and CIO

ctcLink Project Executive Sponsor

highline.edu/ctcLink

[sent to faculty and staff lists]

**The ctcLink Steering Committee is a statewide group charged with maintaining the ctcLink schedule (among other things).*

APPENDIX B: CTCLINK FOR BELLEVUE COLLEGE MANAGERS


What to Know and What to Do to Get Your Team Through the Transition

ctcLink is the state-wide implementation of a data management software called PeopleSoft. It will replace the HP and provide students, faculty, and staff real-time access to college business processes. Every employee in the SBCTC system will be affected, and it is up to you to make this a successful transition.

Implementing ctcLink will require college employees and departments to evaluate and change the way business is conducted, including policies and processes, the technology and tools used, as well as employee roles and responsibilities. The software used by staff to conduct their work will change across campus for most departments when ctcLink goes live.

Understand behaviors and let go of old ideas during the implementation process of this project. Managers are critical in modifying these behaviors and beliefs. This document is intended to answer your questions and provide actions you can take to ensure the individuals on your team are prepared to transition.

Business reasons for the change

<p>Why are we changing?</p>	<p>As a college we are committed to student success. Moving to ctcLink will improve and increase student access to services and will provide additional tools for employees to meet student and job-related needs.</p> <p style="text-align: center;">The HP is 1970s-era technology. Think of it as going from an old clunky cell phone to a newer model.</p>  <p>The image shows a progression of mobile phones from a large, beige brick phone on the left to a small, sleek smartphone on the right. A blue arrow on the left points towards the phones, labeled 'We are here'. A blue arrow on the right points away from the phones, labeled 'We are going here!'.</p>
<p>Who & What</p>	<p>Nearly 300 business processes have been analyzed, and have revealed the following changes:</p> <ul style="list-style-type: none"> ● <i>All college employees:</i> <ul style="list-style-type: none"> ○ Time and leave reporting will change. ○ Employees purchasing and traveling – business processes and technology will change. ● <i>Human Resources, Administrative Services, Student Services, and Instruction offices:</i> <ul style="list-style-type: none"> ○ High impact: Almost all business processes will change. Technology will change. ● <i>Faculty:</i> Grades, class permissions, advising impacted. ● <i>Students:</i> <ul style="list-style-type: none"> ○ Technology will change. ○ Mobile application available. ○ More information. ● <i>External stakeholders:</i> <ul style="list-style-type: none"> ○ High schools and agencies – application to college changing. Transcripts changing. ○ How accounts receivable/invoicing is completed and looks will change.

Benefits for the College	<ul style="list-style-type: none"> • Ability to access information from anywhere at any time • A more modern way to do business, consistent across the entire CTC system • Ability to examine the way we work and analyze the business processes for efficiency, equity, and accessibility • Keep up with our tech savvy students • Ease of use – Students more likely to complete admissions and registration, and financial aid. • Ability to provide students and employees with more information should allow employees more time to assist students. • Availability of prior student education provides a comprehensive look for completion. • Value-added functionality for employees to update their personal and payroll information. Improved employee experience.
Benefits for Employees	<ul style="list-style-type: none"> • Access to information at any time, from anywhere • Self-service online tools to manage personal information • Online, integrated suite of financial tools • Ability to create automated workflow processes • Descriptions of available software codes • Search capability on multiple fields and multiple methods • Automation • Updated reporting
Benefits for Students	<ul style="list-style-type: none"> • A set of mobile-friendly tools, common across the entire CTC system • A single ID and student record, common across the entire CTC system • 24/7 access to an online student center where students can: <ul style="list-style-type: none"> ○ register for classes ○ manage financial aid ○ view grades ○ update personal information ○ and much more • Ability to see more information regarding student education at other ctcLink colleges • Single login page with access to their student center • Students can, in one central location: <ul style="list-style-type: none"> ○ Add a preferred name ○ Update ethnicity, address, phone, and email ○ See courses and grades taken at all colleges in the WA CTC system ○ Pre-select courses for a quarter and add to a shopping cart for quick registration at assigned time ○ See tasks, holds and to dos, with descriptions of what they are and what they need to do ○ Receive and review messages sent through ctcLink ○ View F/A awards and disbursement dates, accept or decline financial aid awards, see Satisfactory Academic Progress Status with explanation ○ View class and exam schedule ○ Enroll in classes by program requirements ○ Drop and Swap classes ○ View charges due and make payments ○ View courses with Low Cost or No Cost Textbooks (OER)
Potential risks	<ul style="list-style-type: none"> • Loss of enrollment, therefore funding. • Loss of employees due to stress of change. • Unhappy students. • Employee confusion and frustration.

	<p>Currently we have 110 Supplemental Systems identified. At least 17 of those systems will no longer be used. ctcLink will replace the following systems, perhaps more:</p> <ul style="list-style-type: none"> • Registration block • BC Online Financial Aid Application • ByRequest • Course History Lookup Tool • COURSE Web Service • Credit Card Payment • Data X • Degree Audit • Employee Earnings & Leave • Entry Codes • FAM (Student Financial Aid Portal) • Financial Aid disbursement via Higher One • FMS Query • Instructor Briefcase • Lookup schedule, grades, or receipt • PIN change tool • Rave? • Registration time lookup tool • Schedule Planner • Selective Admission Web Service • TLR • Transcript Request, unofficial
<p>Opportunities for improvement</p>	<p>The State Board is turning off access to editing the HP when we go live with ctcLink. It will no longer be supported and maintained. HP Data will be accessible to view, but not edit.</p> <p>The current HP system limits our ability to provide students and employees with modern resources. Here are a few examples of the new opportunities provided by ctcLink:</p> <ul style="list-style-type: none"> • Contact and communication with students through the software, using workflows, checklists, messages, service indicators, milestones, and activity guides. • Provides explanations and directions for holds and to dos. • Electronic workflows for purchasing and travel providing employees and managers the ability to approve expenses electronically.

Roles & Expectations

	<p>Employee Expectations and Responsibilities: In combination with the leadership of Pillar Leads and the Project Management Team, employees will learn the functionality of ctcLink and determine and document appropriate business procedures through the change analysis process. In addition, they are responsible for:</p> <ul style="list-style-type: none"> • Recognizing to ask for additional information to learn the functionality of ctcLink. • Taking the initiative to locate and use resources to improve team ctcLink business processes. • Thinking critically about the nature of knowledge needed to improve ctcLink business processes. • Understanding, managing, and taking responsibility for one's learning and behavior through ambiguity and uncertainty. • Collaborating with other employees and departments as needed to change and to optimize work processes required to successfully implement ctcLink.
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	<ul style="list-style-type: none"> • Working with their supervisor by communicating their needs for sufficient time to complete tasks, analyze changes to their roles and learn the new system through training. • Communicating new learnings to the Pillar Lead and/or Project Manager for incorporation into the change action plan. <p>Managers and Pillar Leads are responsible for:</p> <ul style="list-style-type: none"> • Supporting employees by allocating and prioritizing the necessary time for ctclink-related work, analysis, and trainings. • Recognizing when employees need information and asking for that in advance. • Collaborating with other employees and departments as needed to make changes and optimize work processes required to successfully implement ctclink. • Providing an atmosphere of collaboration and support. • Ensuring that areas of change are documented as outlined in the change action plan.
	<p>As a manager of people who use the HP, you are a:</p> <p>Communicator – regularly share the reason and vision behind the move to ctclink, and the impacts. Employees want consistent messaging to include what’s in it for them, including the expected benefits for the college and their department. Listen and allow discussion. These critical success factors will allow employees to receive and internalize the information.</p> <p>Liaison – Provide input to the college project manager through engagement in BPFG sessions, data validation exercises, user acceptance testing, training development. This will allow employee needs and feedback to be heard by the project team and will allow you to be in-the-know about project details and milestones of which your employees need to be aware.</p> <p>Advocate – Play a visible role by leading by example. Walk the Walk. To do this, proactively obtain timely information and complete details to share with your team. Attend training and project events even if it’s not directly relevant to your job responsibilities. Speak positively about the process and transition and engage in project activities.</p> <p>Resistance Manager – Statistically you are the best person to identify and mitigate employee resistance. Understand the root cause, remove barriers, and have those difficult conversations with employees. This will increase desire to participate. Keep the project manager updated on resistance within your team and strategize together on a solution.</p> <p>Coach – make yourself available to listen to concerns, answer questions and note the impact of change on employees. Help employees understand how and why to change their patterns to maximize efficiency of the software. Articulate how employee contributions support the transition, remove barriers, and identify solutions to resistance.</p>

Impact

<p>Known & Unknown changes</p>	<ul style="list-style-type: none"> • Staffing Changes • Staff Organization • Job Descriptions • Local Configuration Requirements • ctclink data guides • Policies • Procedures • Desk Guides • Work Around
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	<ul style="list-style-type: none"> • College Administrative Policies • Forms/Documents • Instructions (for Students, PS Menu Configuration, front-line employees, other?) • Contracts • Supporting Systems • Reports (Queries) • Ad Hoc/Other Queries to Build • Communications • Marketing/Website • New Skill Set • Training Needs – Staff, Students, Faculty, Skills • System Familiarization • Employee security • Other
Suggested Actions	<ul style="list-style-type: none"> • Present the high-level vision, department changes and unknowns. Use the below list to identify these changes for your team. • Share who and what are impacted by this change and what groups are not impacted. • Describe which processes, systems, mindsets, attitudes, beliefs, or critical behaviors will undergo the most change and what will remain unchanged.

Implementation information

Timeline & Key Dates	<p>Our schedule is dictated by the progress of other deployment groups. SBCTC is unable to confirm dates past Cycle 3, so the dates listed below are approximations. Dates listed are times of heavy project activity and SMEs are asked to block their calendars.</p> <p>Current-State Business Process Mapping (April – July 2020) Business Process Fit Gap Configuration Sessions (August – December 2020)</p> <ul style="list-style-type: none"> - Last session is December 11, 2020 - Last homework file due January 20, 2021 <p>Data Validation Cycle 1 & 2</p> <ul style="list-style-type: none"> - November 6-Nov 30: SMEs clean up HP data - March 3-5, 2021: Data Validation Workshops led by SBCTC - March 5-March 18, 2021: SMEs do Data Validation activities <p><i>(Note: Dates beyond Cycle 2 are unconfirmed by SBCTC)</i></p> <p>Data Validation Cycle 3</p> <ul style="list-style-type: none"> - March 24-April 9, 2021: SMEs clean up HP data - May 17: Data Validation Workshop led by SBCTC - May 18 – June 8, 2021: SMEs do Data Validation activities <p>Parallel Testing</p> <ul style="list-style-type: none"> - Payroll: May 14-June 28, 2021 <p>Data Validation Cycle 4</p> <ul style="list-style-type: none"> - June 14-June 25, 2021: SMEs clean up HP data - July 29: Data Validation Workshop led by SBCTC - July 30-August 19, 2021: SMEs do Data Validation activities <p>End-User Training</p> <ul style="list-style-type: none"> - July 5-Sept 10: SBCTC and BC-developed content is provided to users <p>Parallel Testing</p> <ul style="list-style-type: none"> - FA Dual Processing: Aug 4-Oct 12, 2021 - SF Tuition Calc: Aug 9-Sept 21, 2021
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	<p>User Acceptance Testing – SMEs will be given logins/passwords to test if their security settings are correct, using our data within PeopleSoft</p> <ul style="list-style-type: none"> - Sprint 1: July 28-Aug 23, 2021 - Sprint 2: Aug 24-Sept 20, 2021 <p>Data Validation Cycle 5 – TBD Go-Live is scheduled for mid-October 2021</p>
Training	<p>SBCTC has standardized training which they will release around July 2021. BC will also develop content for business processes not covered by SBCTC. It is important to note that there may be surprises we cannot anticipate, and the trainings may not cover every aspect of the new system. Employees are asked to be patient and flexible as they navigate the first few weeks in ctcLink. While we don't anticipate the same problems had by our predecessors, there may be some bumps which will need to be ironed out.</p>
Status updates	<p>The most up to date information will be posted to www.bellevuecollege.edu/ctcLink</p>
Project Plans	<p>Project governing documents can be viewed at www.bellevuecollege.edu/ctcLink</p>
How to prepare your team	<p>Align and standardize your department processes:</p> <ul style="list-style-type: none"> • Clean, consolidate, and create best practices to ensure data quality and integrity. • Make active, regular efforts to streamline your services to students and staff, including adopting the self-service functionality offered by ctcLink • Increase and promote opportunities to consolidate processes, systems, and manual/paper processes and procedures. • Look at the supplemental systems used by your department and identify which can be eliminated. By reducing the number of supplemental systems you'll strengthen and further define complementary connections between systems creating efficiency and less work for your employees. • Employees use the self-service functionality to make personnel and deduction updates in the system. • Encourage your employees think innovatively about how to use the new software to serve students. • Look at accessibility in your processes and identify ways to improve it. Bring them to the attention of the Project Manager.

Manager support

Where to go for support & how it will be provided	<p>www.bellevuecollege.edu/ctcLink is where you will find the most up-to-date information on the project. For information beyond what is posted, you may contact the following people:</p> <p>The Project Manager (PM): Maria Rivas, maria.rivas@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The PM is the liaison between the college and the SBCTC. They communicate the timeline and coordinate work activities to the project Subject Matter Experts and keep the project on track at the college level. Questions and communications with SBCTC should go through the PM. <p>The Executive Sponsor: Rodger Harrison, Rodger.harrison@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The ES represents the project at the senior leadership level and is the escalation point for the PM. In our case, our ES also sits on the SBCTC Steering Committee and has visibility into project activities across multiple colleges. <p>Communications Lead: Katherine Hall</p> <ul style="list-style-type: none"> - This person oversees campus communications at all levels. Working closely with the PM, they strategize and plan key messages to be delivered to campus. This role oversees the ctcLink website. <p>Training Lead: Warda Zaman</p>
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	<ul style="list-style-type: none"> - This person oversees employee learning. Working closely with the PM and Communications Lead, they strategize on which content to develop, when to deliver it and how. <p>Testing Leads: Iulia Zavodov and Elizabeth Fuenzalida</p> <ul style="list-style-type: none"> - This role oversees the project activities where software testing occurs. This happens at multiple points throughout the project in different ways. The primary responsibility is to ensure testing is happening, issues are being reported correctly and troubleshoot tester issues. <p>Data & Reporting Lead: Greg Schmidt</p> <ul style="list-style-type: none"> - This person is responsible for identifying and developing queries for the college. <p>Security Lead: John Ip</p> <ul style="list-style-type: none"> - This role assigns user security codes. They are involved in system integration testing and user acceptance testing. They help with auditing, troubleshoot security issues, and train the help desk staff on how to troubleshoot security issues. <p>Pillar Leads</p> <ul style="list-style-type: none"> - These people are the primary decision-makers for project tasks and activities. They have the most details on ctcLink functionality. <ul style="list-style-type: none"> o Campus Solutions: Steve Downing o Financial Aid: Melanie Ruiz o Student Financials: Jennifer McMillan o Finance: Jennifer McMillan o Human Capital Management: Alicia Tarigan o Continuing Education: Lisa Corcoran <p>State Board of Community and Technical Colleges (SBCTC)</p> <ul style="list-style-type: none"> - This is the group responsible for overseeing the implementation of ctcLink across 34 colleges in Washington State. They set the timeline. They give the PM and SMEs the tools and knowledge to do project tasks and activities. Communication with SBCTC should go through the PM.
Who to contact with concerns	Concerns should be raised to the Project Manager and/or Executive Sponsor. Both PM and ES encourage feedback and hope to have honest communication regarding any concerns you may have.
Who needs to be involved & at what degree	<p>Involvement varies by role. Every staff, faculty and student will be affected by the change to ctcLink, but only those who have been identified by the Pillar Leads or other leaders as Subject Matter Experts (SMEs) are in close contact with the PM about project activities.</p> <p>Everyone across campus will be notified when it is time to participate. Participation will come in the form of info sessions, surveys, and trainings. Aside from presentations at all-campus meetings, participation will primarily occur within the last few months of the project. In the case of Bellevue College this is August, September, and part of October 2021.</p>
What to message to employees	<p>A 2011 study done by Prosci found that managers are the preferred sender of change messages related to how a change impacts an employee personally. In your role as a communicator, your direct employees want you to tell them:</p> <ul style="list-style-type: none"> - The reasons BC is moving to ctcLink - Timeline, details of project activities - What's in it for them: why it will be an upgrade to their job - How their job will change: the upsides and downsides - How to change their work to incorporate ctcLink successfully <p>If you are unable to answer their questions, that's okay. You should always feel welcome to contact the Project Manager or Pillar Leads with questions.</p>

<p>How to walk the walk / mirror change</p>	<p>Communicate as much as possible. Be an active and visible Liaison. Advocate for the project. Identify and Mitigate Resistance. Coach your team.</p> <p>Review details of these points under the Roles and Responsibilities section.</p>
<p>Basic change management tips</p>	<p>Prosci identified the following success factors in leading through change:</p> <ul style="list-style-type: none"> - Keep the two-way communication open. Discuss the status of the ctLink project with your supervisor, ask what information they have and share what you know. In turn, discuss the same with your employees. Frequently. Buy-in is critical to success. - Structure your approach. Have a long-term plan for getting your team to the finish line and beyond. Help employees understand where ctLink falls on their list of priorities. Schedule time for the team to do training together and have a plan for how and when staff take vacation. - Engage staff. Ask for their input, encourage participation and communication.
<p>Employee Readiness</p>	<p>When engaging your staff, look at the following factors to assess their level of readiness:</p> <ul style="list-style-type: none"> - Awareness: Do my staff know what’s happening? Do they know why and how? - Desire: Do they want to do this? If not, why? Can we change this? - Knowledge: Do they know what to do to transition to ctLink? - Ability: Are they able to do their job once ctLink is implemented? - Reinforcement: What is in place to remove the old ways and encourage the new? <p>Employees will not all be at the same place at the same time. This is a process, and one we hope we will navigate through together between now and our go-live date. For more information on how to help employees through this process, please reach out to the PM.</p>
<p>Common mistakes</p>	<p>Common change management mistakes made by managers:</p> <ol style="list-style-type: none"> 1. Role Abdication: not accepting responsibility, ignoring the process, not seeking a better understanding of ctLink. 2. Communication: thinking a single communication is sufficient, not admitting knowledge gaps, late communications, oversharing, adding personal bias. 3. Unsupportive of staff needs: unrealistic expectations of employee’s learning pace and style. Manager’s own fear of employee resistance, lack of empathy, misidentification of the root cause of resistance, getting caught up in their own experience of the project. 4. Not prepared: underestimating the impacts on the team, overestimating their team’s ability to handle change, false assumptions about the project, unable to prioritize, 5. Resistance: managers creating an “us-vs-them” mentality, not “walking the walk.”

APPENDIX C: BELLEVUE COLLEGE CTCLINK MANAGER GO-LIVE GUIDE

Purpose of This Guide

The purpose of this guide is to provide resources and information for managers and supervisors to support their staff and themselves through the changes necessary for implementing ctcLink at Bellevue College. This guide begins with the importance of the manager/supervisor role to a successful transition, explains what is needed from managers and supervisors during major transitions, and provides handy resources and information to answer the who, what, why, when, and how of ctcLink.

Manager/Supervisor Responsibilities

The Importance of Managers and Supervisors

A 2011 study from Prosci found that employees prefer to receive messages from their direct supervisors and managers, particularly when the information is related to how a change impacts them. In addition, our own BC surveys have consistently requested more supervisor/staff conversation about ctcLink.

In your role, your direct employees need for you to share the following with them:

- [The reasons BC is moving to ctcLink](#)
- [Timeline, details of project activities](#)
- [What's in it for them: why it will be an upgrade to their job](#)
- [How their job will change: the upsides and downsides](#)
- How to change their work to incorporate ctcLink successfully
- An acknowledgement that productivity may drop while they are getting used to new system and process changes
- [Clarification on what is expected of employees](#)

If you are unable to answer their questions, that's okay. You should always feel welcome to contact the Support Specialists with questions using the links at the ctcLink website. If they don't have the answer, they'll help you find it.

Managers, Supervisors, and Pillar Leads

Managers, Supervisors, and Pillar Leads are all responsible for:

- Supporting employees by allocating and prioritizing the necessary time for ctcLink-related work, analysis, and trainings
- Knowing which trainings your employees need and tracking their completion
- Recognizing when employees need information and asking for it early and often
- Collaborating with other employees and departments to make changes and optimize work processes required to successfully implement ctcLink
- Providing an atmosphere of collaboration and support
- Ensuring that areas of change are documented as outlined in the change action plan

Additional tips and details about the role managers and supervisors play can be found in the [Supporting Staff Through Ambiguity](#) section of this guide.

Most importantly:

- Be an active and visible resource to your group to support them through the transition
- Make sure your area is aware of all the available resources
- Practice and encourage self-care!

Transition Activities and Schedule

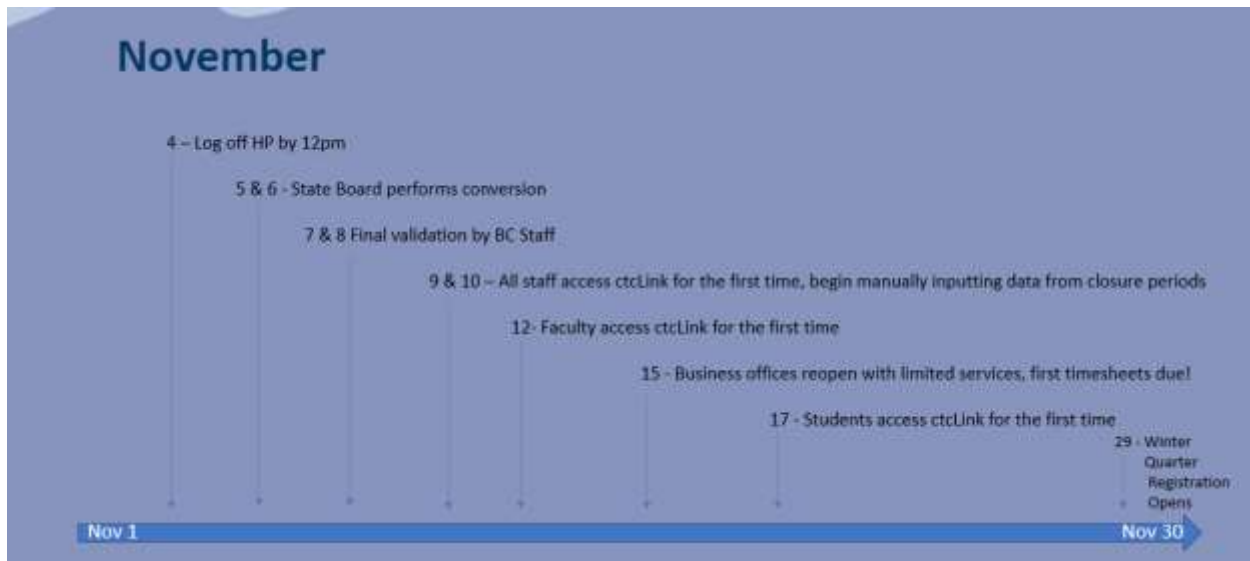
Before Day One

Below are some priorities for everyone to keep in mind BEFORE go-live:

- Download data from the HP on November 1st. You will use this backup to verify all information transferred over correctly to ctclink. The HP will be deactivated at 12pm on November 4th.
- Use the [practice site](#), called SVX, to practice your workflows and check security permissions. If you do this prior to November 1st we may be able to adjust your permissions prior to going live in ctclink, meaning your first day will be smoother. You can [submit a ticket](#) if you need help with permissions.
- Come up with a list of milestones you want to achieve during your first two weeks in the system. Set goals for your team to learn and deliver.
- Schedule a meeting with your staff for November 10th to go over timesheet submission. If any problems arise this date allows time for HR and Payroll to make adjustments prior to the timesheet deadline.
- Review the [SBCTC workshop schedule](#) and schedule your staff to attend relevant workshops. Note the open WebEx links where you can go for help Nov 9-22.

Day One and Beyond

Below is a chart showing some of the key milestones related to the transition occurring the week prior to go-live through the first month:



Below are some priorities for everyone to keep in mind the first day and week AFTER go-live:

- **Account Activation:** Make sure everyone activates their ctcLink account as soon as they get access, even if they do not think they will be using it right away. If they wait to activate right before they need to do a time-sensitive activity (e.g., requesting leave) they will not have any buffer to handle any challenges that may arise.
- Hold a meeting on November 10th, as outlined above, to review the timesheet submission process with staff.
- Keep an eye on your email for daily ctcLink updates – these emails will have time-sensitive information that may be related to your role in ctcLink.
- Ensure your staff attend [SBCTC workshops](#) related to their job function. There will be open WebEx help sessions where you can go to ask questions.
- Dive into your regular job duties and work on the goals and deliverables you set for yourself! The first two weeks in the system are our opportunity to adjust, figure things out and ask SBCTC all of your questions.
- The [First Month Activity Guides](#) are a great place to start.
- The [Report Catalog](#) is a great place to search for queries.
- SBCTC has some [topic-specific videos](#) that may be useful.

What not to do

- It may feel more comfortable or faster to ask one of our project leads (Steve, Melanie, Jennifer, Iulia, Greg, Lisa, Olga, Alicia) for help but please consider they are also learning and have a lot of hands-on system adjustments to make now that we're live. Please use the [how-to guides](#), SBCTC WebEx and live support first, before contacting a project lead. The fastest way to get a lead to answer your questions (and to not annoy them) is to submit a ticket via one of our live support specialists.
- Do NOT make any updates to employee profiles until December 1st. We expect to see some data discrepancies and waiting until Dec 1st will allow HR to make corrections. Please tell employees.

When in doubt, check the [website!](#)

Communications

There are many avenues for communication on the project before and after go-live, including:

- [Website](#), [Thursday Dispatch](#), [Coach](#), [Pillar Updates](#)
- Daily emails including:
 - Daily training info
 - Messages about key learnings
 - Updates on system changes
 - Reminders and links

For student communications the following communication vehicles are in place:

- General awareness—[Student Website](#), *Watchdog* advertising, text, [email](#), direct mail, Canvas announcements, student-to-student word of mouth and more
- Inform—Account activation and winter registration
 - First email to students sent Oct. 5. Find out what students are receiving [here](#).
 - ctcLink mobile app for students is live. Download through the [Apple store](#) (iPhone/Apple devices) or [Google Play](#) (Android). You can also access this hub on your [desktop or mobile browser](#).
 - [Class search](#) is live.
 - Student account activation begins Nov. 17. See the Transition Support section for information about student support.

Find out more about Go Live communications in the appendix. Staff, Faculty and Student communications are archived on the ctcLink [website](#).

Training

It is important to note that there may be surprises we cannot anticipate, and the [how-to guides](#) may not cover every aspect of the new system. Employees are asked to be patient and flexible as they navigate the first few weeks in ctcLink. While we don't anticipate the same problems our predecessors had, there may be some bumps which will need to be ironed out.

Schedule of Training and Resources

- Account Activation instructions will be posted to the website on the respective access days
 - Staff: Nov 9
 - Faculty: Nov 12
 - Students: Nov 17
- [How-to guides](#) will be made available in advance on website
- The ctcLink Reference Center has detailed guides, but they can sometimes be confusing:
 - [Employee Self-Service](#)
 - [Manager Self-Service](#)
 - [Other Self-Service options](#)
- Topic-specific BC info sessions will be advertised via ctcLink COACH email and will be posted to the [website](#).
- Topic-Specific [SBCTC workshop schedule](#) is out! It will be important for your staff to attend so they can ramp up in the new system.
- In-depth [SBCTC training](#) available in February after adjustment period
- Process maps may be available. Please submit a ticket via the live support sessions to request process maps.

Transition Support

Support Process and Escalation

There is a specific process for users to receive support, starting with self-help.

TIER 1: Self-Help

- [How-To Guides](#), [ctcLink Reference Center](#), peers

TIER 2: Support Specialists, Virtual or In-Person

- Basic questions: Account Activation, ctcLink navigation, class search, submitting timesheets, general troubleshooting
- This is the first step toward escalating an issue. They can help point employees and students in the right direction to find answers and can open tickets to the right experts.
- The Zoom & Teams links with times and dates will be listed on the [website](#).

TIER 3: [The Experts](#), ticket system

- Escalated from Tier 2, the Experts can answer specific questions: account activation barriers, registration problems, Financial Aid, personal details, Security Permissions
- Info sessions will be provided on specific topics. The schedule of times and dates will be available on the [website](#).

TIER 4: BC Project Team and SBCTC

- Escalated from Tier 3, the BC Project team will work directly with the State Board to resolve systemic issues.

Security Support

Job Function determines initial access. We expect that there will be additional needs for access that are discovered post go-live. There is a specific process in place to submit requests for additional access. We ask managers to submit tickets on behalf of their employees. Below is the process to submit requests:

What to put in the request:

- Identify which screen, navigation path or query you're trying to access and what you need to do there (view, add or edit).
- Identify if someone else has the same access (helpful for IT).
- Optionally, search the reference center. Sometimes they'll have the role listed.
- Tip: Sometimes this info is available in the SBCTC WebEx sessions the first two weeks after go-live. That is a great place to figure out what you need to include in your ticket.
- Tip: The BC security administrators don't know what you need – you need to provide that to them. The more information you include the faster your permissions will be assigned.
- ✓ DO SAY: *I need [ZZ CC Service Indicator Student](#) to access nav path "Campus Community> Service Indicators (Student)> Mass Assign> Create Service Indicators"*
- ✗ DON'T SAY: *I can't access the page.*

The Process Flow for Security Role Requests

Requested

- Submit a ticket in - [TDX \(Team Dynamix\)](#).

- Specific details needed: security role(s), read/write/edit needs, screen description, ctcLink EMPLID, masking, anything/everything else that could help.

Approved

- Pillar Leads receive the request via a workflow.

Assigned

- Once approved, Security Admins in IT then assign permissions and communicate.

We've learned from colleges deployed before us that security is a moving target. We anticipate adjusting permissions regularly for at least six months to one year after our go-live date. Knowing this, please practice patience as we all learn the new system and get up to speed.

Supporting Staff Through Ambiguity

There will be a period of settling in to the new way of doing work. Everything from now until then will feel ambiguous, unclear, abstract, and uncertain to staff. Humans need time to adjust – time before to know about the change, time during the change to settle in, and time after to reflect. Supporting staff through the discomfort with patience and compassion will be critical.

Leading Through Change

Your staff will need different types of support and information at different times. It can be challenging to meet the needs of staff with varying levels of comfort with change, especially if you don't know what to tell them. If you can anticipate what is coming around the corner and plan for it, and your staff will benefit.

It is important to:

- Communicate as much as possible
- Be an active and visible Liaison
- Advocate for the project
- Identify and mitigate reluctance and lack of enthusiasm
- Coach your team

Appendix

Systems Being Replaced

For anyone who has had to move from one living space to another, you know the many steps and challenges that go with packing up a household and transporting it to another location. The migration of 25 business applications into ctcLink is a similar undertaking. When ctcLink goes live on Nov. 8, the applications listed below will be migrated to the new backend system.

The good news is that while the data is being migrated (or moved) they will remain functional, but in a “read only” state. Our ITS team will be working toward a smooth transition, but please be aware that there may be service interruptions.

Phase 1 of the migration begins with Canvas and other applications for critical business processes. More information is forthcoming to help you to know what to expect and what you should do if you experience a service interruption.

IMPORTANT DATES

Nov. 4 – HP or Legacy system is turned off. Backend systems will no longer be getting new data that is entered into the system. They will continue to function with the existing data only.

Nov. 8 - BC receives the first batch of ctcLink data and begins moving our applications over.

PHASES

Phase 1 – Nov. 8-12

- Canvas
- TerraDotta
- NetID
- Rave Alerts
- Selective Admissions Applications

Phase 2 – Nov. 15-26

- Team Dynamix
- Request Center
- eRezLife
- TargetX
- Alma
- LabZone
- Online Directory

Phase 3 - Nov. 29-Dec. 10

- AIM

- Maxient
- Edquity
- ReUp
- TechZone
- Complaint Management

Phase 4 - Dec. 13-31

- Reports built by ITS
- King County Library System upload
- LabTracker
- TutorTracker

-



Known Change Impacts

The following is a list of categories where change impacts are expected. Each team will have their own combination of changes that will contain some or all of the following:

- Staffing Changes
- Staff Organization
- Job Descriptions
- Local Configuration Requirements
- ctLink data guides
- Policies
- Procedures
- Desk Guides
- Work Arounds
- College Administrative Policies
- Forms/Documents
- Instructions (for Students, PS Menu Configuration, front-line employees, other?)
- Contracts
- Supporting Systems
- Reports (Queries)
- Ad Hoc/Other Queries to Build
- Communications

- Marketing/Website
- New Skill Set
- Training Needs – Staff, Students, Faculty, Skills
- System Familiarization
- Employee security

Go Live Communications Plan

Oct. 13-28 -- Pre Go Live

- General Updates sent weekly: *Thursday Dispatch*
- Training information sent as needed: *Coach*
- Important Dates for Finance, Human Capital Management (HR, Payroll) and Campus Solutions (Student Affairs) sent as needed: *Pillar Updates*
- Information specific to Faculty: *Faculty Update*
- Student Communications
 - Website, TargetX emails, texts, Canvas announcements and other communication sent weekly to introduce ctLink.

Nov. 1-30 – Go Live and Post Go Live

Daily Updates

- Where to find help
 - Drop-In sessions, website, handouts, etc.
 - SBCTC support sessions
- What has come up: Nuances employees have noticed, tips and tricks
- First Month Resources
 - Links to crosswalks, budget number explanations/crosswalk, EMPLID lookup tool
- Security & Permissions Info
 - What to do prior to requesting a security change

Student Communications

- Website, TargetX emails, texts, Canvas announcements sent weekly to prompt ctLink account activation/winter quarter registration.

Dec. 2021– June 2022 – Stabilization

Weekly Updates transitioning to bi-weekly updates

- General Updates sent weekly/bi-weekly: *Thursday Dispatch*
 - Where to find help
 - Drop-In sessions, website, handouts, etc.

- SBCTC support sessions
- Resources
 - Links to crosswalks, budget number explanations/crosswalk, EMPLID lookup tool
- Security & Permissions Info
 - What to do prior to requesting a security change

Student Communications

- Website, TargetX emails, texts, Canvas announcements as needed.

Handy Resource Links

[BC's ctcLink website](#)

[How-To Guides](#)

[ctcLink Reference Center](#)

[SBCTC workshop schedule](#)

[SBCTC training](#)

[Definitions/Terminology](#)

[Communications Archive](#)

Contacts

If you have concerns or questions that are not covered by what is posted at www.bellevuecollege.edu/ctcLink, you can contact one of the following people. Both the Project Manager and Executive Sponsor encourage feedback and hope to have honest communication regarding any concerns you may have.

Project Manager (PM): [Maria Rivas](#)

The PM is the liaison between the college and the SBCTC. They communicate the timeline and coordinate work activities to the project Subject Matter Experts and keep the project on track at the college level. Questions and communications with SBCTC should go through the PM.

Executive Sponsor: [Rodger Harrison](#)

The ES represents the project at the senior leadership level and is the escalation point for the PM. In our case, our ES also sits on the SBCTC Steering Committee and has visibility into project activities across multiple colleges.

Communications: [Katherine Hall](#) (Lead), [Yves Andre Martin](#) (General Communications), and [Chris Anderson](#) (Student Communications)

This team oversees campus communications at all levels. Working closely with the PM, they strategize and plan key messages to be delivered to campus and oversee the ctcLink website.

Data & Reporting Lead: [Greg Schmidt](#)

This person is responsible for identifying and developing queries for the college.

Security Lead: ctcLinkLSAs@bellevuecollege.edu and ticketing system

This role assigns user security codes. They are involved in system integration testing and user acceptance testing. They help with auditing, troubleshoot security issues, and train the help desk staff on how to troubleshoot security issues.

Pillar Leads

These people are the primary decision-makers for project tasks and activities. They have the most details on ctcLink functionality.

- Finance: [Jennifer McMillan](#)
- HCM: [Alicia Tarigan](#)
- Student Financials: [Jennifer Carnahan](#)
- Financial Aid: [Melanie Ruiz](#)
- Campus Solutions: [Steve Downing](#)
- Continuing Education: [Lisa Corcoran](#)
- Payroll: [Olga Krichevskaya](#)